

5 Dec 65

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Staff Study on the [REDACTED]

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1. STATEMENT OF PROBLEM:

To determine the responsibility of the Director of Training with 25X1A6a respect to the [REDACTED] SR Division, and to determine how this responsibility may be carried out effectively.

(On 25 April 1955 OTR raised question to DD/S of jurisdiction in respect to all non-OTR conducted training world-wide and asked that the Management Staff study each situation. OTR's position is expressed in Tab B. In late spring DD/S, D/OTR and C/Mgt Staff agreed to tackle SR's [REDACTED] first - as most important.)

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2. FACTS BEARING ON THE PROBLEM:

- a. On 24 September 1954 a meeting was held by Mr. Baird, Director of Training and [REDACTED] to determine the relationship of the OTR and the [REDACTED] on training matters. Others attending were Messrs. [REDACTED]

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[REDACTED] At this meeting it was agreed:

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- (1) That the [REDACTED] would remain under the command of the Chief, SR Division.

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- (2) The OTR and the [REDACTED] would continue their present close liaison and mutual exchange of facilities and training materials.

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- (3) The extent of OTR supervision over [REDACTED] training activities would be the same as defined for overseas training [REDACTED] which at that time was in a consultative capacity only.

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- b. Of dominating importance in this training activity is the development of extremely close personal relationship and rapport between the trainee and the case officer. Firm and good leadership by the case officer is the most important continuing requirement. Tab A delineates fully this feature.

SECRET EYES ONLY

- c. OTR has considerable competency to assist in SR's training requirements. Detail in this respect is shown in Tab C.
- d. OTR and SR have taken two different positions in respect to the responsibility of OTR for [REDACTED] training. These positions are detailed in Tab D and E respectively. However, the essence of each will be dealt with in DISCUSSION to follow here (Section 3). 25X1A6a

### 3. DISCUSSION

- a. The [REDACTED] was established in 1951 to perform a mission which could not be conducted overseas. The [REDACTED] trainees for their assignments. This consists of operational preparation and training. OTR participates in this training today to a small extent and only when requested [REDACTED] 25X1A6a
- b. The differences as to OTR's responsibility for [REDACTED] training have been expressed in writing as follows: 25X1A6a

- (1) The OTR position is "The OTR will assume the responsibility for technical supervision and guidance for all training given under the aegis of SR [REDACTED] 25X1A6a

The OTR will be responsible for those aspects of the [REDACTED] training program which can be categorized as 'field action' 25X1A6a

- (2) The SR Division position is: "The SR Division will welcome such advice and guidance on training problems [REDACTED] as OTR may be in a position to furnish upon invitation by the Chief, SR Division. 25X1A6a

[REDACTED] will make full use of such OTR 'field action' training facilities as may be necessary in the opinion of the Chief, [REDACTED] When facilities made available by the Armed Forces are superior in the opinion of the Chief, [REDACTED] than those offered by OTR, [REDACTED] will naturally utilize the former." 25X1A6a

- c. The Management survey made physically at the [REDACTED] brings out: 25X1A6a

- (1) The importance of operational preparation in the accomplishment of a [REDACTED] is, in the opinion of the SR Division, that certain aspects of preparation (concept of mission, legend, document & equipment handling) must be carried out by the case officer himself in order to accomplish rapport. SR holds that development of rapport between the case officer and the trainee is of overriding importance. 25X1A2d3

SECRET EYES ONLY

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- (2) The benefit of certain decentralized training under the control of the case officer as contrasted to centralized training under the control of the OTR contains significant advantages. These are the development of teamwork, morale, operational proficiency, and confidence of the trainee in the case officer, strengthening of the close relationship between the trainee and the case officer, and the development of initiative and leadership of the case officer.

- d. The SR Division has indicated a willingness to accept the detail of a qualified Training Officer from the OTR for a period of 30-90 days for the purpose of providing advice and guidance on training matters to the Chief, [REDACTED]

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- e. The Management Staff position on the unresolved differences of opinion is as follows: To insure that trainees receive the best possible training the Agency can provide, the experience, know-how, and facilities of the OTR should be brought to bear [REDACTED] In the interest of economy [REDACTED] can make a greater use of OTR instructors and facilities.

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- (1) However, without in any sense arrogating to ourselves a security position, the Management Staff suggests that the utilization of the OTR facilities and personnel at [REDACTED]

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- (2) It is suggested that the interests of the Agency as a whole is paramount and must be the determining factor when OTR [REDACTED]

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- (3) Regulation [REDACTED] 18 January 1954 assigns the Director of Training the mission" . . . to develop and direct Agency training programs and review Office training programs; represent the Director of Central Intelligence on subjects related to training; and determine the requirements for Agency training facilities in the United States. . ." To effectively carry out the mission it is necessary to define the Director of Training's "responsibility" in the [REDACTED] and to provide a mechanism for its fulfillment.

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- (a) This responsibility would properly involve the technical supervision on a continuing basis of training activities conducted by the [REDACTED] Technical supervision would mean advice, guidance and review pertinent to training matters and includes the timely access

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**SECRET EYES ONLY**

to SR training plans and changes in training activities arising within SR.

- (b) Technical supervision would be on matters pertaining to training plans, training courses, course content, lesson plans, training methods and techniques, quality of instruction, qualification of instructors, training facilities, training aids and related training matters.
- (c) Technical supervision provided by the OTR while directed to the improvement of training activities and the economical use of training personnel and facilities would be subject to the command decision of the Chief, SR Division.
- (d) A mechanism to permit the Director of Training to discharge his responsibility would be to detail a qualified Training Officer from the OTR to the Base for an initial period of 30 to 90 days. This detail would make possible a greater understanding of mutual training problems, permit the development of closer relations and liaison between the two units and the development of an estimate of the kind and amount of training support required at the Base. It would permit the OTR to set up means for the technical supervision of Base training activities.

#### 4. CONCLUSIONS:

- a. The single over-riding factor of developed rapport between case officer and trainee requires SR's full and direct participation in training, and command channel responsibility for the end product of all training processes. It will serve no useful purpose to transfer SR's training assets (language facility particularly) to OTR's jurisdiction.
- b. SR should avail itself more fully of OTR's existing well-established technical competence, know-how, and facilities as fitting.
- c. A full examination of security aspects involved here should be made by OTR, SR, DD/P operational security (CI Staff) and the Agency Office of Security to the end of obtaining formulation of policy.

#### 5. RECOMMENDATIONS:

- a. The OTR be permitted to exercise responsibility for the technical supervision of all training activities of the [REDACTED] as defined 25X1A6a in paragraph 3e.

**SECRET EYES ONLY**

- b. The OTR detail a qualified Training Officer for a 30 to 90 day period to assist the Chief, [REDACTED] on all training matters and to devise the most effective means for the technical supervision of training activities conducted [REDACTED] 25X1A6a

Chief, Management Staff

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Attachments:

- |   |         |
|---|---------|
| Tab A - Management Survey of [REDACTED]           | 25X1A6a |
| Tab B - Study of OTR                              | 25X1A6a |
| Tab C - Summary of OTR Facilities                 |         |
| Tab D - OTR Position Regarding [REDACTED]         |         |
| Tab E - SR Division Position Regarding [REDACTED] | 25X1A6a |